



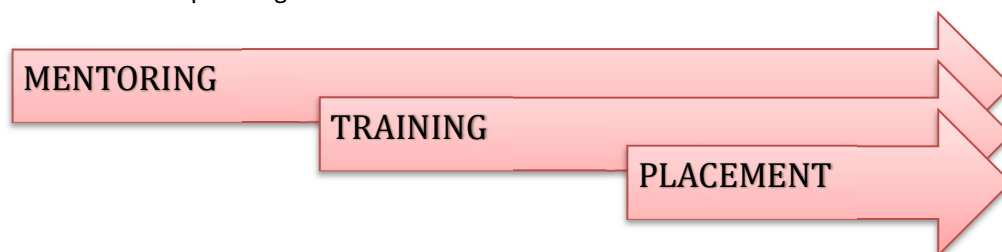
## **BUILDING INDIVIDUAL EXPERTISE PROGRAMME (BIEP)**

### **West Africa - Concept Note**

#### **1. Programme overview**

The Building Individual Expertise Programme (BIEP) is one of the two pillars of the CaLP's capacity building strategy for the 2015-2019 period which aims to build individual expertise beyond the common strengthening capacity of the cash transfer community of practice. The CaLP has launched and conducted successfully the pilot phase in 2017-2018 in West Africa with significant results according to the capitalization report. Like the previous pilot phase, the BIEP will remain an opportunity for the cash transfer programming community of practice to benefit from a range of capacity building activities, including training, job placement and mentoring. Based on the success of the pilot phase, the CaLP decided to continue implementing the BIEP in West Africa. The programme is open to all humanitarian organization in West Africa which aim to improve the capacity and expertise of its staff members. It is targeting individual and open to various profile to maximise the impact and sustainability of the programme by expanding and diversifying the pool of cash transfer programming practitioners for the long term in the region.

By completing the BIEP, participants can expected to become key cash transfer programming within the community of practice with a potential to increase their interaction and contribution to the current debate in the region and beyond at the global level. The BIEP will be conducted in three main components for professional and expertise growth:



#### **2. Rationale**

- The regional Cash Working Group in Dakar has a roadmap updated in January 2018 and built on the basis of the [Global Framework for Action](#) with the support and endorsement from the Inter Sector Working Group which explicitly requesting CaLP and members to create a regional pool of cash expertise through the BIEP (3.3) while strengthening coordination and the quality of CTP in the region;
- CWGs and agencies are increasingly engaged in developing the Minimum Expenditure Baskets (MEB) and getting prepared for MultiPurpose Grants (MPG) design and implementation in the region: MEB ready in Cameroon since 2017, almost finalized in Nigeria and Mali, processes ongoing in Niger and Chad. Some other countries are to get in the process: Guinea, DRC and CAR. Even if there is a growing interest, there still need and request for more technical knowledge and support to ensure quality and ownership by the national community of practice; meanwhile, MPG is not yet implemented in the region despite this growing interest; only Nigeria is on the way to develop the first operational model for MEG in the north east; so the BIEP can focus both on the MEB process and the development of operational models;
- Cash is not systematically taken into account in the HRP process: the BIEP and all these MEB definition processes can be an opportunity to do more;



- Linking humanitarian cash transfers to social protection (shock responsive social protection systems mainly used in the Sahel) that are becoming more and more in place. This mean to increase the coordination and have relevant actors in the forums;
- CaLP regional office currently has available resources to provide training opportunities, to organize specific activities and insure mentoring with contribution from enrolled agencies.

To respond to the specific needs of the community of practice in West Africa, and to align with operational needs in terms of CTP expertise, the BIEP will continue focusing on the ongoing MEB definition processes and the development of operational models.

### 3. Objectives

The objective of the BIEP is to support a maximum of 10 individuals in 10 months from February 2019 to November 2019 in West Africa by:

- Enhance available CTP expertise in the region by addressing the main operational needs and fulfilling capacity gaps;
- Create a pool of individuals whose expertise will benefit to the broader community of practice, beyond their organizations and their duty stations.

#### **Programme outcome**

- *Individual Level* — An expanded and diversified pool of practitioners are confident in using CTP and determining appropriate, context specific responses to humanitarian needs.
- *Institutional Level* — Improved and more sustainable inclusion of CTP in humanitarian response analysis and project implementation.

### 4. Proposed activities

Through the ten months of the programme, participants will take part (not all) the proposed standard activities that should benefit to all participants:

#### 4.1. Training opportunities

**Requested availability: Between 12 and 25 working days**

1. **Kick off training in Dakar**, to align knowledge and general expertise on CTP and create the cohort dynamic / team building, common understanding of the programme, tools and process (1-2 days);
2. **Reserved Seats** in trainings (new Technical Core Modules and specialized modules: monitoring CTP, Response Analysis, Market Assessments, Linking Humanitarian CTP to social protection) and learning events hosted by CaLP in the region;
3. **Access to Online Workshops and Resources**: Like the wider community of practice, BIEP participants will be encouraged to access the varied resources and learning opportunities available via CaLP's online presence, the Cash Learning Hub as well as any other online resources;
4. **Reserved spaces for Training of Trainer** on the new Core CTP skills for programme staff module to be held in June 2018 in Dakar.

#### 4.2. Mentoring/coaching

**Requested availability: Approximately 5 working days**

BIEP participants will benefit from a direct and regular mentoring support. The mentoring will begin from the launching workshop and extend throughout the placement opportunity. This mentoring support will help maximise the learning and adoption of CTP competences.



1. *Remote technical support* for MEB and MPG operational models development from CaLP regional Capacity Building Lead (CBD), including access to restricted webinars on multi sector cash (preparedness, coordination, MEB, M&E) and facilitation of collective calls to enhance peer-to-peer learning;
2. *Documenting* the learning process to promote the cohort and each individual to be recognized as “Cash expert”

Other activities could benefit to some of BIEP participants, building on opportunities in country:

1. *In country technical support* from CaLP regional CBO or from an external consultant, specifically on MEB definition, as BIEP participants will be expected to be leaders on this process (approx. 5 days).
2. *Working with CaLP on the development of at least one of the research / documentation products:* testing CaLP M&E guidelines, case study on social protection, case study on MEB development, processes in country

Mentoring will be as individual as possible, though financing constraints may mean that CaLP will not be able to support each participant through an overall personal development plan. Progress and mentoring success may also vary as the interest and availability of each BIEP participant may differ. MEB advancement in country could be used as a milestone to monitor progress of participants. CaLP will also follow up with each enrolled organization at regional level to assess internal commitment of managers and monitor satisfaction vis-à-vis BIEP.

#### *Placement and Secondment*

##### **Requested availability: depending on needs of requesting country / organization**

Placement of experts within cash transfer programme initiatives directly results in application and consolidation of theoretical learning. Key success factors of the placement component are the following:

- A focus on learning by doing without the full responsibility of performing in position/filling a vacancy.
- Availability of an adviser/mentor from the host agency / host country team
- Terms of reference for placements are shaped to match the participant experience, competency gap, learning objectives with the activities and needs of the hosting institution / host country team
- Carry out work that combines their existing area of expertise with their newly acquired CTP capacity

Community of practice participants should have the opportunity to put the learning into practice in an enabling environment within the same organisation or not, but out of their day to day routine and responsibility which would enable them to fully focus on the learning. In return the organisation will have the opportunity to carry out specific CTP piece of work with the additional support of one of their experience staff with theoretical knowledge of CTP and strong willingness and this newly acquired expertise will remain available within the organisation.

The placement will thus support an improved and more sustainable inclusion of CTP in humanitarian response at institutional level from both an internal and external entry point. CaLP will support and facilitate contacts between countries / organizations needing support and organizations enrolled in BIEP. It is necessary that since the early stage of the program, each organization prepare the placement by pre identifying which country teams could benefit from support, and possibly integrate the placement objective



in the staff member's personal development plan, Job description... Each participant's manager is expected to get involved in the programme and be in regular touch (once a quarter at least) with CaLP team to monitor progress.

### Roles and Responsibilities

To ensure the success of the program, it is necessary that CaLP and organizations that will have staff enrolled as participants in BIEP work very closely together at regional and national levels. This requires organizational involvement from both sides, and available time, not restricted to the particular staff members participating in BIEP. It is also important to highlight, as mentioned below, that if CaLP is providing resources for the organization of activities, trainings and mentoring, each organization enrolled in BIEP will have to cover travel and accommodation costs for all activities delivered out of their particular staff's duty station.

CaLP	BIEP participants' organization
<b>At regional level</b>	
Providing necessary information and guidance throughout the year related to programme roll out and evolution	Supporting identification of participants and ensuring coherence of profiles identified throughout the region for one organization
Signing MoU with regional offices of organizations (cosigned by country teams depending on each organization's structure)	Signing MoU with CaLP for organizational involvement
Administrative management of the programme	Follow up on country teams involvement in opportunities proposed by CaLP in the framework of the programme
Organize and facilitate activities at regional level, provide resources for activities delivery and mentoring, identify any additional opportunity that could enhance learnings for BIEP participants	Facilitate participants' attendance to activities lead at regional level (travel, accommodation costs are covered by the organization)
<b>At country level</b>	
Providing technical support on MEB development	Ensure information related to participants and activities are timely shared with CaLP to allow appropriate support and mentoring
Organizing trainings and learning events as planned in the programme provide resources for activities delivery and mentoring	Ensure active participation of the organization's BIEP beneficiaries to all planned activities by providing means to attend (including covering travel and accommodation costs)
Identify and share as appropriate placement opportunities	Ensure placement of BIEP participant, either to another country office within the same organization, or seizing an external opportunity (CashCaP or CaLP roster, requests from other countries for support...)

### Why to engage with BIEP?

- Building internal cash expertise can support organizations fulfill their commitments in the Grand Bargain
- Multisector cash is being promoted by some donors and the new Way of Working (Agenda For Humanity). It's likely that agencies that do not have these internal expertise will soon have to recruit



it externally. Skills to implement this modality is already highly sought after, building capacity internally can be a sound investment

- Benefiting from CaLP (and possibly CashCap) expertise and visibility will position your organization at the forefront of cash movement
- Building individual capacities will provide your organization with skills to build on for further institutional capacities to do cash at scale